

**SUPERVISORY
MANAGEMENT
& PROGRAM
ANALYST
GS-0343-11**

**ISO
STAFF**

I. POSITION AND ORGANIZATION INFORMATION**Position:**

Supervisory Management and Program Analyst, GS-0343-11

Purpose of position:

The primary purpose of the position is to provide managers with objectively based information for making decisions on the administrative and programmatic aspects of agency operations and management, by accomplishing a wide variety of assignments concerned with effectiveness and efficiency of programs and operations.

Organization:

Command Support Dept., ISO Division

Organization goals:**II. MAJOR DUTIES****A. Duty (Critical):**

The employee performs organization structure, workforce staffing/utilization, and/or space utilization studies or portions of studies for procedural and relationship aspects of the organization(s), to improve the efficiency of internal administrative operations. (20%)

Tasks:

1. Performs organization structure, workforce staffing/utilization studies on procedural and relationship issues, to identify and develop improvements in efficiency.
2. Conducts studies of work processes in various organizations to identify, analyze, and recommend solutions to problems in organization structure and/or workforce utilization.
3. During reviews/studies, gathers and analyzes data on knowledge, skills, abilities, speed, volume, and quality requirements of the work processes.
4. Develops workload based staffing standards to determine organizational staffing levels.
5. Tracks authorized and assigned workforce; keeps management informed of workforce authorization issues.
6. Develops statistical and narrative data to justify work unit reorganization or position restructuring, in an organization of limited size and scope, for the purpose of determining a more efficient organization.
7. Identify, resolve, and/or propose solution to space, supplies, and equipment issues.
8. Assists managers and supervisors in the MEO in gathering and analyzing

data for broader studies of organizational structure and/or workforce utilization.

Selected Staffing KSAs:

A1, A2, A3, A4

B. Duty (Critical):

Conducts management surveys and research projects and provides advisory services on substantive issues of moderate scope and impact to assess the effectiveness of program operations. (20%)

Tasks:

1. Plans, and conducts management surveys and/or research on substantive issues of moderate scope and impact to assess the effectiveness of program operations.
2. Analyzes and evaluates quantitative or qualitative effectiveness of line program operations in meeting established goals and objectives.
3. Develops measurement criteria, procedures, and instruments to evaluate program accomplishments and address customer issues.
4. Researches and analyzes information and develops new information about the subject studied to clarify suspect results.
5. Collects, reviews, evaluates, and interprets data.
6. Presents findings, options, and recommendations, via briefings, staff reports, project papers, etc.
7. Participates in reviews of activities being considered for conversion to contract operations.
8. Provides advice and recommendations on research techniques to other analysts.

Selected Staffing KSAs:

A1, A2, A3, A4

C. Duty (Critical):

Prepares detailed plans and performs work measurement, methods and procedures, benchmarking, and/or time engineered studies for substantive work processes and functions that are interrelated, to improve production efficiency. (20%)

Tasks:

1. Prepares detailed plans and conducts/develops work measurement, methods and procedures, benchmarking and/or engineered time standard studies.
2. Independently performs or participates as a key analyst in studies of broad scope in one or more of the following types of studies:
 - Work measurement (determining resource requirements, streamlining,

eliminating duplication, or developing work measurement standards).

- Methods and procedures (improving workflow, documenting processes, eliminating unnecessary tasks, or automating processes).

- Engineered time standards (developing formal productivity standards using techniques such as work sampling, operational auditing (interviews), time and motion studies, or historical review).

- Benchmarking (developing organizational performance indicators, involving time, quality, quantity, and/or efficiency; identifying other government or private sector organizations performing comparable work better, faster, or cheaper; or analyzing to determine why one organization outperforms others).

3. Continually gathers, interprets, analyzes, and correlates large amounts of narrative and statistical information about workload and productivity; notes past and present production standards and workloads and deviations from standards; validates staffing requirements.

4. Coordinates all changes to the quality manual with management representatives. Chairs the Quality Review Board for the MEO functions.

5. Prepares and presents briefings.

6. Recommends work process or other changes to management.

Selected Staffing KSAs:

A1, A2, A3, A4

D. Duty (Critical):

Provides substantive management support services in the areas of program cost analysis, annual and multi-year fiscal planning, development of annual work-plan(s), and/or commercial activity for organizations whose operations are interrelated and fairly stable in nature. (15%)

Tasks:

1. Provides management support services in the areas of program cost analysis, annual/multi-year/long range fiscal planning, development of annual work-plan(s), and/or commercial activity for organizations whose operations are interrelated and fairly stable.

2. Performs research tasks to obtain a variety of cost, schedule, and performance data; analyzes data to derive relationships involving system parameters, schedule and cost variations.

3. Recommends procedures for preparing, documenting, validating, and presenting resource requirements to higher authority.

4. Conducts or participates in cost comparison/benefit studies of current or projected programs; develops lifecycle cost analyses of projects.

5. Prepares detailed plans, budgets, and schedules for assigned programs and/or participates with management in fiscal planning; responsible for integrating requirements into the annual Program Objective Memorandum (POM).
6. Receives and maintains cognizance of approved funds; responsible for day-to-day management and administration of the organization's budget.
7. Assists the organization with programming, analysis, and control of funds; evaluates program funding plans and their execution, identifying actual or potential problem areas; integrates requirements into the annual Program Objective Memorandum (POM), as appropriate.
8. Provides support and advice on reprogramming of funds and funding levels due to changes in workload and/or mission.
9. Conducts or participates in management studies for cost-effective organizations.
10. Develops or participates in development of in-house bids for comparison to contractor bids.
11. Monitors contract performance.

Selected Staffing KSAs:

A1, A2, A3, A4

E. Duty (Critical):

Performs supervisory duties. (25%)

Tasks:

1. Plans work to be accomplished by subordinates, sets and adjusts short term priorities, and prepares schedules for completion of work.
2. Assigns work to subordinates based on priorities, the difficulty of the work to be performed, and the capabilities of employees.
3. Finds ways to improve production or increase the quality of the work directed.
4. Develops performance standards for subordinates.
5. Evaluates work performance of subordinates.
6. Delegates or exercises leave authority.
7. Interviews candidates for positions in the unit. Recommends appointment, promotion or reassignment to such positions.
8. Identifies developmental and training needs of employees and provides for or arranges needed development and training.
9. Hears and resolves complaints from employees, referring group grievances

and more serious unresolved complaints to a higher level supervisor or manager.

10. Gives advice, counsel or instruction to employees on both work and administrative matters. Makes decisions on work problems presented by subordinate supervisors, team leaders, or similar personnel, or by contractors.

11. Reviews and approves serious disciplinary actions, such as suspensions, involving nonsupervisory employees of the unit.

12. Directs a program or a major program segment with significant resources, such as one at a multimillion dollar level of annual resources.

13. Recommends awards or bonuses for nonsupervisory personnel and changes in position classification, subject to approval by higher level officials, supervisors, or others.

Selected Staffing KSAs:

A2, A5

F. Other Work Requirements

1. The employee must obtain and maintain then appropriate security clearance.

III. KNOWLEDGES, SKILLS AND ABILITIES (KSAs)

A. Selected Staffing KSAs:

1. Ability to plan, organize work, and meet deadlines
2. Ability to recognize and analyze problems, conduct research, summarize results, and make appropriate recommendations
3. Knowledge of the operations, products, services, needs, and goals of the program(s) and the organizations studied or served, and related customers, functions, resources, and users
4. Ability to communicate orally and in writing
5. Ability to inspire, motivate and guide others toward goal accomplishment. Leadership ability, including the ability to coach, mentor and challenge subordinates; ability to adapt leadership style to a variety of situations; and ability to model high standards of honesty, integrity, trust, openness, and respect for the individual by applying these values to daily behaviors.

B. Basic Training Competencies:

1. Ability to maintain good working relations
2. Ability to plan, organize work, and meet deadlines
3. Ability to recognize and analyze problems, conduct research, summarize results, and make appropriate recommendations
4. Ability to access or locate information through the use of a personal computer or terminal
5. Ability to meet and deal with customers using a high degree of tact and diplomacy
6. Ability to research, analyze, interpret and apply rules, regulations, and procedures

7. Knowledge of the operations, products, services, needs, and goals of the program(s) and the organizations studied or served, and related customers, functions, resources, and users
8. Ability to develop and utilize appropriate data collection techniques
9. Ability to communicate orally and in writing
10. Ability to advise others
11. Ability to plan, conduct and record surveys and inspections
12. Ability to stratify resources against approved programs; to plan, present, and execute budgets; to analyze budget impacts on programs; and to forecast long-term funding requirements
13. Ability to execute projects and/or studies within established financial and time constraints
14. Knowledge of DOD acquisition and life cycle management policies, procedures, and practices
15. Knowledge of cost and economic analyses principles, techniques, and practices
16. Ability to inspire, motivate and guide others toward goal accomplishment. Leadership ability, including the ability to coach, mentor and challenge subordinates; ability to adapt leadership style to a variety of situations; and ability to model high standards of honesty, integrity, trust, openness, and respect for the individual by applying these values to daily behaviors.
17. Knowledge of and ability to apply procedures, requirements, regulations, and policies related to specialized expertise in the work of the unit (such as engineering, accounting, supply, etc.), including the ability to maintain credibility with others on technical matters.
18. Ability to communicate in writing

IV. CLASSIFICATION FACTORS

Factor 1. Knowledge Level 1-7 (1250 Points)

1. The work requires the following:

- Knowledge and skill in applying analytical and evaluative methods and techniques to issues or studies concerning the efficiency and effectiveness of program operations.
- Knowledge of pertinent laws, regulations, policies, and precedents which affect the use of program and related support resources in the area studied.
- Knowledge of the major issues, program goals and objectives, work processes and administrative operations of the organization.
- Skill in adapting analytical techniques and evaluation criteria to the measurement and improvement of program effectiveness and/or organizational productivity.
- Skill in developing new or modified work methods, organizational structures, management processes, and/or program administration procedures.

Factor 2. Supervisory Controls Level 2-4 (450 Points)

The employee and supervisor develop a mutually acceptable project plan which includes identification of the work to be done, the scope of the project, and

deadlines for its completion. Within the parameters of the approved project plan, the employee is responsible for planning and organizing the study, and conducting all phases of the project. The employee informs the supervisor of potentially controversial findings, issues, or problems with widespread impact. Completed projects are reviewed by the supervisor for effectiveness in achieving intended objectives.

Factor 3. Guidelines**Level 3-3 (275 Points)**

The guidelines include standard reference materials, texts, and manuals covering analytical methods and techniques and the subjects of assigned projects. Analytical methods contained in the guidelines are not always directly applicable to specific work assignments; however, precedent studies on similar subjects are available for reference. The employee must interpret or adapt available guidelines because they are not completely applicable to the work, and exercise judgment in analyzing and extrapolating from the guidelines to arrive at a finding or decide on a particular course of action.

Factor 4. Complexity**Level 4-4 (225 Points)**

The work involves gathering information, identifying and analyzing issues, and developing recommendations to resolve substantive problems of effectiveness and efficiency of work operations in a program or program support setting. Also, deals with problems and relationships of a procedural nature. The work requires the application of qualitative and quantitative analytical techniques which frequently require modification to fit wider range of variables.

Subjects and projects assigned consist of issues, problems, or concepts which are not always susceptible to direct observation and analysis. Difficulty is encountered in measuring effectiveness and productivity due to variations in the nature of administrative processes studied. Information about the subject is often conflicting or incomplete, cannot readily be obtained by direct means, or is otherwise difficult to document. The employee is often required to refine existing work methods and techniques for application to the analysis of specific issues or resolution of problems.

Factor 5. Scope and Effect**Level 5-4 (225 Points)**

The work involves establishing criteria to measure and/or predict the attainment of program or organizational goals and objectives, developing related administrative regulations, promulgating program guidance for application across organizational lines or in varied geographic locations, and/or evaluation of program effectiveness. The work contributes to the improvement of productivity, effectiveness, and efficiency in program operations and/or administrative support activities at different echelons and/or geographical locations within the organization; and affects the plans, goals, and effectiveness of missions and programs at these various echelons or locations.

Factor 6. Personal Contacts**Level 6-3 (60 Points)**

The employee regularly meets with persons representing organizations or groups from outside the employing agency, e.g., consultants, contractors, or business executives. Also, on an ad-hoc basis, the employee has contact with the head of the employing agency or program officials several managerial levels above the employee.

Factor 7. Purpose of Contacts Level 7-3 (120 Points)

The purpose is to influence managers or other officials to accept and implement findings and recommendations on organizational improvement or program effectiveness. May encounter resistance due to such issues as organizational conflict, competing objectives or resource problems.

Factor 8. Physical Demands Level 8-1 (5 Points)

The employee does sedentary work, such as sitting comfortably. There may be some walking, standing, bending, carrying of light items, or driving an automobile. No special physical effort or ability is required to perform the work.

Factor 9. Work Environment Level 9-1 (5 Points)

The employee works in an adequately lighted and ventilated office environment. May require occasional travel.

B. Supervisory grading criteria**Factor 1A. Scope Level 1-2 (350 Points)**

Work directed is administrative, technical, complex clerical, or comparable in nature. The functions, activities or services provided have limited geographic coverage and support most of the activities comprising a typical agency field office, an area office, a small to medium military installation, or comparable activities within agency program segments.

Factor 1B. Effect Level 1-2 (350 Points)

The services or products of the work unit support and significantly affect installation-level, area office level or field office operations and objectives, or comparable program segments.

Factor 2 - Organizational Setting Level 2-1 (100 Points)

This position reports to a supervisor two or more levels below the first SES or General Officer in the direct supervisory chain of command.

Factor 3 - Supv. & Mgrl. Auth. Exercised Level 3-2 (450 Points)

This position accomplishes work through the technical and administrative direction of others, including assigning and reviewing work, approving leave, and performing other supervisory functions, as detailed in the duties section of this document.

Factor 4A - Nature of Contacts Level 4A-2 (50 Points)

There are frequent contacts, related to the supervisory work of the position, with higher ranking managers throughout the installation and elsewhere in the agency (but below the highest levels), in conferences and meetings, through telephone, televised, radio or similar contact, and sometimes require non-routine or special preparation.

Factor 4B - Purpose of Contacts Level 4B-1 (30 Points)

Supervisory contacts are for the purpose of exchanging factual information, discussing work efforts, and providing advice and guidance.

Factor 5 - Diff. of Typical Work Directed Level 5-5 (650 Points)

The highest grade which best characterizes the nature of the basic nonsupervisory work of the organization, and which constitutes 25% or more of the workload of the organization, is GS-9.

Factor 6 - Other Conditions**Level 6-3 (975 Points)**

The work of the position requires coordination, integration, or consolidation of work comparable to GS-9 or 10 which requires coordination and integration of work efforts, either within the unit or with other units, in order to produce a completed work product or service. Coordination with supervisors of other units occurs to deal with requirements and problems affecting others outside the organization. Work coordination for administrative, technical, complex technician or other support work ensures consistency of product, service, interpretation or advice, or conformance with the output of other units, formal standards, or agency policy.

V. CLASSIFICATION SUMMARY

In this position:

SUPERVISORY WORK - 25%

This work has been evaluated by reference to the Office of Personnel Management General Schedule Supervisory Guide, TS-123, April, 1993.

Factor 1 - PROGRAM:

1A - PROGRAM SCOPE: Level 1A-2, 350 Points

1B - PROGRAM EFFECT: Level 1B-2

Factor 2 - ORGANIZATIONAL SETTING: Level 2-1, 100 Points

Factor 3 - SUPERVISORY AND MANAGERIAL

AUTHORITY EXERCISED: Level 3-2c, 450 Points

Factor 4 - PERSONAL CONTACTS:

4A - NATURE OF CONTACTS: Level 4A-2, 50 Points

4B - PURPOSE OF CONTACTS: Level 4B-1, 30 Points

Factor 5 - DIFFICULTY OF TYPICAL

WORK DIRECTED: Level 5-5, 650 Points

Factor 6 - OTHER CONDITIONS: Level 6-3a, 975 Points

Total Points: 2605

Base Level: GS-9

Initial Grade: GS-11 (Range: 2355 - 2750) Final Grade: GS-11

Base level is GS-9/10. Work coordination responsibilities are typical of this base level. Base level is derived from subordinate list below:

Total subordinates: 10

Total subordinates work directly related: 10

GS nonsupervisory work under normal supervision: 10

GS-04: 1

GS-09: 8

GS-11: 1

Duty A. 20% GS-0343-09 Management Analyst
Organizational Efficiency Studies

Duty B. 20% GS-0343-11 Program Analyst
Program Effectiveness Surveys

Duty C. 20% GS-0343-11 Management Analyst
Workforce Measurement

Duty D. 15% GS-0343-11 Program Analyst
Program Resource Analysis

Duty E. 25% GS-0000-11 Supervisor (Base level=09)
Supervisory duties.

List of Modified Duties and Factors:

Duty A. has been edited. The final grade may or may not be appropriate.
The factors have not been changed.

Duty B. has been edited. The final grade may or may not be appropriate.
The factors have not been changed.

Duty C. has been edited. The final grade may or may not be appropriate.
The factors have not been changed.

The classification information in this menu is based on the US OPM Position
Classification Standard for Management and Program Analyst, GS-343, August 90
(TS 98) and the US OPM Administrative Analysis Grade-Evaluation Guide, August
90 (TS-98).

US OPM Classification Guide for General Schedule Supervisory Positions, dated
April 1998.

GS-11 Point range: 2355 - 2750
Total Point: 2615
Grade: GS-11